

WORK-BASED LEARNING AT CARDIFF SCHOOL OF MANAGEMENT (CSM)

Cardiff School of Management was instrumental in the creation of what has now become a CSM-based, pan-university unit entitled the Centre for Work-Based Learning (CWBL). The Centre is committed to university level workforce development via work based learning (WBL).

CSM and the university have led the way in this area in Wales since 2011, developing institutional and school expertise after winning a major multi-million pound Welsh Government WBL funded project called Elevate Cymru and leading the HEFCW funded and ground-breaking RPL (Recognition of Prior Learning) project in Wales – both of which afforded Welsh learners, working in SMES, the opportunity to access higher education (HE) through recognition of tacit knowledge and employer-oriented, bespoke, practice-based delivery and assessment.

As detailed in the Small Business Charter submission, CSM offers a range of work based courses and programmes including short courses, foundation and masters degrees in professional practice, higher apprenticeships (the first university in Wales to do so), work based 'shell' modules within the Cardiff Met Executive MBA and extensive opportunities across the portfolio to negotiate work focused assessment titles. Work based learning is thus embedded in the school and recognised as a critically important pedagogical approach which makes HE accessible to the widest range of learners.

Additionally, employers have the option of working with CSM on the accreditation of their existing courses, including collaborating in the development, accreditation and quality assurance of new, bespoke education. CSM's work based courses and degrees can be delivered in-house to enhance staff retention and performance, to develop management and leadership skills and to develop the organisation directly by allowing participants to carry out development projects within, and for, their working environment. Employer short courses, accredited by the University, provide participants with University credit and, often a first experience of HE, thus facilitating progression to further programmes of study such as the Foundation Degree in Applied Professional Practice (FdA). This progression route has recently been enhanced by two new Masters programmes offering negotiated title at module and programme level, designed using leading edge thinking in WBL. These programmes include work based modules based on reflection, research and a negotiated project.

The success of learner recruitment to these courses and programmes is the result of the strong links CSM and CWBL have built with industry and with significant employer bodies such as FSB, CBI and the National Training Federation for Wales (NTfW), a 100+ membership organisation involved in the delivery of learning in the workplace.

Our expertise in this area has resulted in requests to speak at events such as:

- Nov 2014 - RPL Wales Project Launch
- February 2017 - Policy Forum for Wales Keynote Seminar:
 - Priorities for apprenticeships in Wales: funding, design and participation
 - Vocational progression routes - the role of higher and degree apprenticeships
- March 2017 – NTfW learning and teaching conference; Strengthening skills for success:
 - Workshop on effective feedback skills for higher level learning.

Our contribution to the future development of WBL is illustrated by upcoming research in:

- The impact of WBL interventions on SME sustainability

The “entrepreneurial university” – WBL as a driver of culture change.